

Commissioned Corps of the United States Public Health Service (USPHS)

Junior Officer Advisory Group (JOAG)

STRATEGIC PLAN

2012 – 2017



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INTRODUCTION BY THE JOAG CHAIR AND CHAIR-ELECT

Dear Junior Officers,

It is our pleasure to present the JOAG Strategic Plan for 2012-2017. This plan is the result of many hours of discussion and input by the 2010-2011 JOAG Executive Committee, the voting members, and general membership. We examined the mission, purpose and overall direction of JOAG and how each intertwines with the Corps mission to “protect, promote and advance the health and safety of our Nation.”

The mission of JOAG is to provide advice and consultation to the Surgeon General, Chief Professional Officers, Professional Advisory Committees and other Commissioned Corps groups on issues relating to professional practice and personnel activities affecting junior officers in the USPHS Commissioned Corps. Since 2001, JOAG has served in a advisory and liaison capacity on behalf of junior officers of the USPHS Commissioned Corps and we fully expect this revised strategic plan to carry JOAG well beyond 2017.

The original strategic plan, 2007-2012, was conceived in 2006 by then Chair and Chair-elect LCDRs Thomas Prior and Aimee Treffiletti during the 5th Anniversary of JOAG. As we approach the 10th Anniversary of JOAG, we hope this revised strategic plan will strengthen JOAG’s ability to advocate for and further develop junior officers of the USPHS Commissioned Corps.

The USPHS Commissioned Corps will be faced with significant challenges in the coming years. Although we cannot anticipate all the challenges we will face, our vested interest is to prepare this organization and assist junior officers in meeting these challenges.

This Strategic Plan is dedicated to each junior officer and our wish for their continued success and that of the organization we serve.

LCDR Carlos Bell
Chair, JOAG

LCDR Damon A. Smith
Chair-Elect, JOAG

PREFACE

This Strategic Plan provides both broad and specific goals and objectives. It is our intent to provide JOAG with a plan to guide us into the future. This plan will be for the years 2012 to 2017. The plan is not intended to be static, but fluid. For JOAG to be a viable organization, we must be able to identify and provide junior officers with opportunities to assist the Surgeon General and related groups in their efforts to meet future challenges. This Strategic Plan will be updated as the challenges we face change. By remaining fluid we intend to provide junior officers with the information and tools necessary to meet our future needs.

MISSION AND VISION STATEMENTS

JOAG'S Mission

Our mission is to provide advice and consultation to the Surgeon General, Chief Professional Officers (CPOs), Professional Advisory Committees (PACs), and other Commissioned Corps groups on issues relating to professional practice and personnel activities affecting Junior Officers in the USPHS Commissioned Corps.

JOAG'S Vision

Improving the nation's health through the recruitment and professional development of junior officers in the USPHS Commissioned Corps.

ORGANIZATION

History and Accomplishments

In 1999, the Commissioned Corps leadership recognized the critical importance of developing a means for the Corps to obtain advice and consultation from junior officers in formulating policy and developing career related programs. RADM Michael Blackwell, Chief of Staff, convened a meeting of select junior officers and formalized the Junior Officer Ad-Hoc Advisory Group (JOAHAG).

JOAHAG was charged with the development and implementation of a advisory group for USPHS junior officers. Their first priority was to assess the needs of junior officers and to develop an advisory group. Subsequently, they drafted a charter and successfully formed and implemented the Junior Officer Advisory Group (JOAG). On December 7, 2001, VADM David Satcher, 16th Surgeon General, officially chartered JOAG.

Since these humble beginnings, JOAG has grown to be a valuable asset to the Corps and has acted as an effective tool for getting the junior officer voice heard. During JOAG's tenure, the following notable accomplishments have been made to better serve junior officers:

- Provided comments and recommendations on important draft Commissioned Corps Personnel Manual policy revisions, such as JRCOSTEP commissions, non-departmental details and award criteria for the Field Medical Readiness Badge, National Emergency Preparedness Award, and the Crisis Response Service Award;
- Drafted a position paper addressing junior officer deployment concerns, and presented these concerns and solution options to the Office of Commissioned Corps Force Management (OCCFM) and the Officer of Force Readiness and Deployment (OFRD);
- Provided JOAG representation to policy workgroups;
- Expanded JOAG activities at the USPHS Scientific and Training Symposium;
- Established JOAG liaisons to the following Corps leadership groups: the Surgeon General's Policy Advisory Council (SGPAC), the Commissioned Officers Association (COA) National Board of Directors, the Minority Officer Liaison Council (MOLC), and all 11 Professional Advisory Committees (PACs);
- Created and expanded the JOAG website;
- Created the JOAG Journal, a newsletter for junior officers, and With Pride and Distinction, a resource to assist junior officers with appropriate uniform wear;
- Expanded JOAG's COSTEP Connection Program; and
- Developed a five year strategic plan as a guide for sustainability and development.

STRATEGIC GOALS

The JOAG Executive Committee, with input from the voting and general membership, identified the following 5 strategic goals as priorities for moving JOAG into the future.

1. Provide advice and consultation to the Surgeon General and other Corps entities on issues affecting junior officers
2. Support the initiatives of the Surgeon General
3. Serve as a resource and support network for junior officers
4. Foster the development of junior officers by providing leadership opportunities and promoting professional development and high standards of officership
5. Increase the visibility of the USPHS Commissioned Corps

STRATEGIC OBJECTIVES

Each JOAG Committee and Workgroup has the overall responsibility for moving the organization forward in achieving its mission and vision. To meet each strategic goal, the following strategic objectives and responsible committee/workgroup were identified.

Goal 1: Provide advice and consultation to the Surgeon General and other Corps entities on issues affecting junior officers

Objectives	Committee(s)/Workgroup(s)
JOAG Chair will meet with the Surgeon General (SG), Deputy Surgeon General or Chief of Staff annually and as needed to advise and consult on issues relating to professional practice, JOAG policy development and Corps activities	JOAG Chair/Executive
Act as a liaison between the Office of the Surgeon General (OSG) and junior officers	Executive
Ensure JOAG representation on the various Corps entities (e.g. SGPAG, PACs, MOLC, COA)	Executive
Monitor the Electronic Commissioned Corps Issuance System for policies that directly impact junior officers	Policy and Procedures
Assess needs and concerns of junior officers	Professional Development

Goal 2: Support the initiatives of the Surgeon General

Objectives	Committee(s)/Workgroup(s)
Encourage junior officer participation in all initiatives endorsed by the Surgeon General	Executive, Professional Development
Collaborate with the Surgeon General on disease prevention and health promotion program and activities	All Committees
Encourage attendance at meetings and professional conferences sponsored by the Surgeon General or those in which he/she is in attendance	COF Planning, Development, Professional Development
Encourage JOAG members to submit publications to the Public Health Reports and other publications	Communications and Publications, Professional Development
Maintain awareness of reports and publications released by the Surgeon General	Communications and Publications

Goal 3: Serve as a resource and support network for junior officers

Objectives	Committee(s)/Workgroup(s)
Encourage all members of the elected JOAG leadership to mentor and provide leadership opportunities to the general membership	Professional Development
Diversify the JOAG voting membership so it accurately reflects all junior officer stakeholders	Membership
Increase the JOAG general membership participation through committee/workgroup involvement and listserv subscriptions	Membership, Welcoming
Assist new JOAG members with understanding the nomination, appointment, and committee process outlined in the JOAG Bylaws	Membership, Policy and Procedure
Develop a website methodology for junior officers to ask questions and communicate ideas and concerns with other junior officers	Communications and Publications
Identify opportunities at the agency level that will foster networking among junior officers	Welcoming
Support and expand on networking events offered by JOAG	Inter-Services Collaboration, Professional Development, Welcoming
Provide web-based social networking opportunities for junior officers	Communications and Publications
Provide opportunities that enable junior officers to collaborate on projects	All Committees

Goal 4: Foster the development of junior officers by providing leadership opportunities and promoting professional development and high standards of officership

Objectives	Committee(s)/Workgroup(s)
Recognize the accomplishments and commitment of junior officers of the USPHS	Awards
Provide JOAG members with current USPHS information	Professional Development, Welcoming
Enhance the website as a tool for communication of current USPHS information	Communications and Publications
Encourage junior officers to complete the Officer Mid-Level Course and other career progression specific courses	Professional Development
Provide information to junior officers concerning the expectations of an officer and how expectations can be achieved	Professional Development, Welcoming
Encourage junior officers to engage in healthy lifestyles and maintain, at minimum, basic readiness standards	Professional Development

Goal 5: Increase the visibility of the Corps

Objectives	Committee(s)/Workgroup(s)
Encourage junior officers to participate in one community service activity per quarter	Inter-Services Collaboration, Professional Development
Encourage participation in professional meetings (i.e. Corps supported and professional organizations)	Professional Development
Encourage junior officer participation in domestic and international deployments	Inter-Services Collaboration, Professional Development
Seek opportunities to submit articles to professional publications highlighting the activities, accomplishments and issues facing junior officers	Communications and Publications
Assist in recruiting highly qualified professionals to the Corps; assist in efforts to promote the Corps as a career	Recruitment and Retention

APPENDIX: JOAG Committees

Awards	To facilitate the awards process and recognize junior officers for their accomplishments and commitment to the mission of the USPHS.
COF Planning	To plan, organize and execute JOAG related events/activities and facilitate junior officer involvement, in coordination and collaboration with the Commissioned Officers Foundation (COF), for the annual United States Public Health Service (USPHS) Scientific and Training Symposium.
Communications and Publications	To facilitate the dissemination of Corps related information to junior officers.
Development	To develop, manage and promote activities related to JOAG-COF merchandise.
Executive	To serve the general JOAG membership in the execution of the JOAG vision, mission, and objectives.
Inter-Services Collaboration	To promote visibility, collaboration and communication with junior officers in the sister services.
Membership	To assist general members of JOAG who wish to apply to become a voting member of JOAG and to facilitate the selection process for JOAG voting members.
Policy and Procedures	To establish guidelines and operating procedures governing the Junior Officer Advisory Group (JOAG)
Professional Development	To establish guidelines and operating procedures governing JOAG.
Recruitment and Retention	To increase the number of junior officers in the United States Public Health Service Commissioned Corps.
Welcoming	To provide and disseminate information to newly commissioned junior officers.